WORKERS' SAFETY AND COMPENSATION COMMISSION
NORTHWEST TERRITORIES AND NUNAVUT

2015 CORPORATE PLAN

WSCC Workers' Safety & Compensation Commission | ᐊᓐᓀᐊᐃᔨᖏᑎᓂᓄ ᐊᑕᐅᓯᓄᑦ ᐊᒻᒪᓗ ᓇᓗᓇᐃᖏᑦᑐᓂᑦ ᖃᐅᔨᓴᖅᑎᑦᑎᓂᖅ

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It is not a statement of the law.
If you would like this in another language, please contact us.

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Joint Message from the Chairperson and President

Our Corporate Plan lays out what you can expect from the Workers' Safety and Compensation Commission (WSCC) in the upcoming year. In 2015, the WSCC is entering the beginning of a new strategic cycle. Our 2015 – 2017 Strategic Plan sets the roadmap for our next three-years. This Corporate Plan outlines our 2015 deliverables to our stakeholders for achieving our strategic priorities.

Three priorities drive the WSCC's work: advancing the safety culture; delivering quality services and outcomes for workers and employers; and sustaining the Workers' Protection Fund.

This plan details the initiatives we are undertaking in 2015. Two significant initiatives of note are the development and implementation of new e-business solutions and directed services. Our e-Business plan will put more of our services online in the coming years. In 2015, the focus will be to specifically provide employers access to online services.

As part of directed services the WSCC is adopting a more analytical approach to injury prevention at the workplace. By putting our focus on high risk areas we can focus our attention at preventing injuries among workers at workplaces where they are most likely to happen.

One of our greatest strengths in delivering the services that we do are the partnerships we maintain and develop. Our work in 2015 will continue to be driven by collaboration with our stakeholders and we firmly believe that together we can work towards our vision of eliminating workplace diseases and injuries throughout the Northwest Territories and Nunavut.

David Tucker
Chairperson

Dave Grundy
President & CEO

Introduction

This 2015 Corporate Plan was prepared pursuant to subsection 91(1) of the Northwest Territories and Nunavut *Financial Administration Acts*. This plan, in conjunction with our 2015 – 2017 Strategic Plan, outlines the WSCC's organizational priorities and our commitments to our stakeholders. This Corporate Plan also presents our 2015 Operations and Capital Budgets.

About the WSCC

In 1977 the Government of the Northwest Territories founded the Workers' Compensation Board. When Nunavut was created in 1999 the Governments of the Northwest Territories and Nunavut agreed to continue the Workers' Compensation Board as a common agency. In 2008 the agency rebranded itself as the Workers' Safety and Compensation Commission (WSCC).

The WSCC administers the respective *Workers' Compensation Acts, Safety Acts, Mine Health and Safety Acts, Explosives Use Acts* and associated Regulations to protect workers in both the Northwest Territories and Nunavut. The WSCC is responsible for:

- Promoting safety awareness and safe work practices in northern workplaces;
- Paying compensation to injured workers and providing rehabilitation and medical aid; and
- Assessing employers, setting assessment rates and collecting revenues.

Through the WSCC's core business of safety and care, the organization provides a vital service to the employers and workers of the north. The WSCC is strongly committed to advancing the northern safety culture and also assuring that workers injured on the job receive the care and compensation to which they are entitled.

WSCC Governance

A seven-person Governance Council comprising of individuals from the Northwest Territories and Nunavut governs the WSCC. They represent the interests of labour, industry and the general public.

Operating in a manner consistent with the *Workers' Compensation Acts* and corporate governance directives, the Governance Council's responsibility is to oversee the conduct of business and management, while maintaining the credibility and vitality of the WSCC.

The Governance Council Members at the time of publication are:

David Tucker, Chairperson

John Vander Velde, Nunavut Worker Representative, Vice Chairperson

Rachel Makohoniuk, Northwest Territories Worker Representative

Arlene Hansen, Northwest Territories Employer Representative

Jack Rowe, Northwest Territories Employer Representative

Abe Theil, Northwest Territories Public Interest Representative

Robert Gabuna, Nunavut Public Interest Representative

The Governance Council oversees the following key areas of accountability:

- Strategic direction
- Programs and policies
- Succession planning
- Financial monitoring and stewardship
- Corporate performance management
- Risk management
- Material transactions
- Communications
- Governance oversight

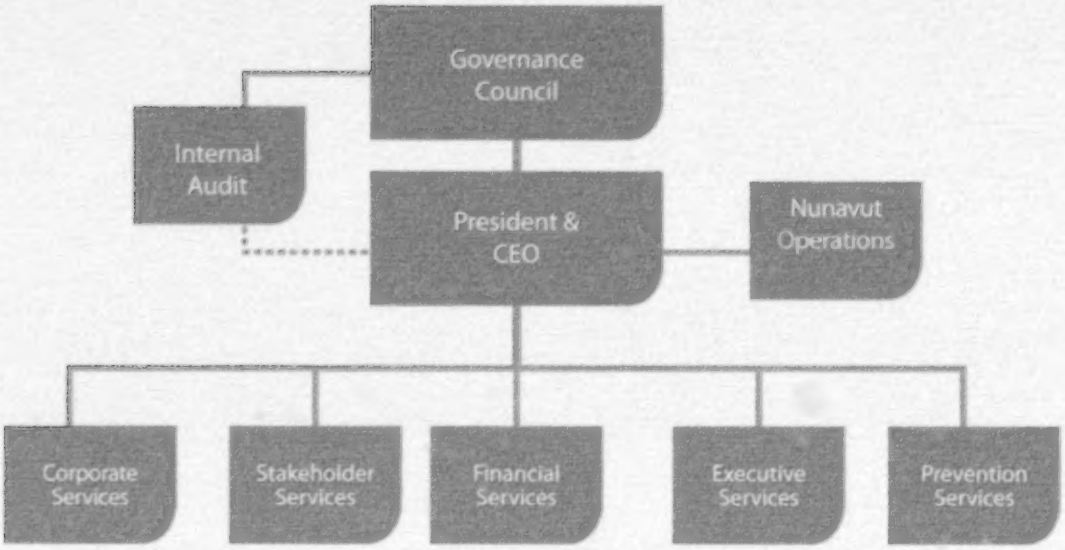
WSCC Organizational Structure

Exercising authority delegated by the Governance Council, the President & CEO is accountable for the WSCC's performance, including the achievement of results through the establishment of corporate objectives.

Workers' Safety and Compensation Commission

Northwest Territories and Nunavut

Organizational Structure



Vision Mission Values

Our Vision	Eliminate workplace diseases and injuries.
Our Mission	In partnership with stakeholders, we ensure workplace safety and care for workers.
Our Values	**Respect** — We demonstrate care, compassion, honesty and fairness. **Engagement** — We work with others to ensure meaningful participation and collaboration. **Integrity** — We honour our commitments. **Openness** — We are clear and transparent in everything we do. **Excellence** — We are efficient and service focused.

What are an organization's Vision, Mission and Values?

Vision: A clear, concise and compelling picture of what success looks like to the Commission. The vision needs to motivate and inspire.

Mission: A brief explanation of why the Commission exists, what it provides for and for whom.

Values: Expressions of fundamental beliefs that guide the behaviours of staff in how they act toward each other and with stakeholders.

2015 – 2017 Strategic Plan

The strategic plan is a roadmap. It is a direction setting document that provides the planning framework for 2015 – 2017. Together the Governance Council and the Senior Management Team developed the strategic plan, which is geared towards achieving results and the creation of an environment that encourages and supports a commitment to stakeholders.

2015 – 2017 Strategic Priorities and Objectives

Strategic Priorities	Strategic Objectives
Advancing the Safety Culture	• Take a proactive approach to the prevention of workplace incidents through directed services - Strengthen targeted inspection, compliance and enforcement efforts - Target safety awareness for high risk populations and injury types • Develop and implement an education/ training framework for employers • Drive awareness of incidents and information sharing • Continue the evolution of safety incentive programs for employers
Delivering Quality Services and Outcomes for Workers and Employers	• Promote safe and timely return to work • Review WSCC legislation • Increase access of WSCC services • Implement the e-Business strategy • Continue and expand implementation of the *Continuous Excellence* initiative
Sustaining the Workers' Protection Fund	• Provide responsible stewardship of the Workers' Protection Fund • Ensure stable rates for employers

Enablers

People: our people are integral to WSCC success. Fully engaging our employees expertise, commitment and passion allows our organization to excel.

Organizational Capacity: information management, financial resources and internal processes that allow for the delivery of the most appropriate and efficient care and compensation services.

Partnerships: that allow for collaboration and achievement of common goals.

2015 Corporate Actions and Plans

This section of the Corporate Plan details the actions and plans which the WSCC is committing to deliver in 2015. Each year the WSCC commits to new plans that support our strategic priorities and objectives.

Strategic Priority 1: Advancing the Safety Culture

A total of four objectives are in place to support ***Advancing the Safety Culture***.

1 OBJECTIVE	ACTIONS
Take a proactive approach to the prevention of workplace incidents through directed services • Strengthen targeted inspection, compliance and enforcement efforts • Target safety awareness for high risk populations and injury types	• Support internal management decision making by improving access to data with the development of management reporting and business intelligence tools. • Develop a strategy for directed inspections by assessing the risk of industry and injury types. • Identify high risk populations through data analysis and deliver targeted safety awareness campaign to these groups.

In 2014 Prevention Services evaluated their priorities to ensure their efforts are directed in areas where they are most needed. Using data to identify workplace hazards and injury trends, Prevention Services and Communications will apply their resources to workplaces and populations most at risk. In 2015 we continue to act on directed services and will continuously monitor and evaluate our performance in keeping workplaces safe.

2015 Plans

- Ongoing development of business intelligence reports that supports the evaluation of hazards and risks;
- Analyze internal needs and develop options for dashboard reporting to improve access to real-time data;
- Continue the implementation of directed inspections and conduct quarterly analysis and yearly evaluation of the directed inspection plan; and
- Develop customized communication plans targeted to high risk groups.

2 OBJECTIVE	ACTIONS
Develop and implement an education/training framework for employers	• Support employers in meeting their legislated requirements by identifying education and training needs and best practices. • Evaluate how to provide education and training delivery. • Develop relationships with new training providers and strengthen partnerships with existing training partners.

In a geography as vast and complex as the north, it is difficult to focus resources on all areas of training and education. In 2014 the WSCC conducted an evaluation of where our resources can best be utilized for training and education and where we can best leverage our partners. Through this evaluation it was determined that training courses are best delivered by our partners, but safety education and awareness is best provided by the WSCC.

2015 Plans:

- Provide employers with a resource that identifies legislatively required and recommended training by industry;
- Provide consultation to training partners to ensure their course offerings meet the legislative requirements of the Northwest Territories and Nunavut;

- Develop a toolbox of templates (safety policy templates, codes of practices) for employers to develop their own internal safety programs;
- Establish the WSCC as the northern hub for accessing safety education and training;
- Establish partnerships with new training providers to fill any identified gaps in training needs.

3 OBJECTIVE	ACTIONS
Drive awareness of incidents and information sharing	• Establish an online portal for employers to facilitate WSCC information sharing and awareness of hazard alerts. • Leverage partnerships and stakeholders to expand reach of occupational health & safety information.

The WSCC is a centralized resource for safety information; holding vast amounts of knowledge on legislative requirements, data on claims history and hazards and incidents. In 2015 we will focus our efforts in disseminating this information to our stakeholders.

2015 Plans

- Research, identify and implement options for an online information sharing portal;
- Redevelop the format for hazard alerts and develop service delivery commitments to ensure hazards are communicated to stakeholders in a timely manner;
- Develop a customized communication plan to ensure hazard alerts, info bulletins and info sheets are utilized by our stakeholders;
- Utilize communication networks of our safety partners the Northern Territories Federation of Labour and the Northern Safety Association to expand reach of WSSC safety information; and
- Seek communication opportunities with employer networks and trade associations.

4 OBJECTIVE	ACTIONS
Continue the evolution of safety incentive programs for employers	• Continue to implement recommendations from the *Safe Advantage* program evaluation. • Evaluate the viability of a safety incentive program for small business; implement recommendations as required.

Safe Advantage is a WSCC safety incentive program launched in 2007. The program provides refunds to large employers with proven safety and return to work programs and superior claims costs. Employers with poor safety and return to work programs and poor claims costs pay penalties to the WSCC for their performance. In 2013 a five-year program evaluation was conducted and a series of recommendations were made. Some of the recommendations were implemented in 2014 and others will continue to be implemented in this strategic planning cycle.

2015 Plans:

- Streamline the Safe Advantage verification of employers' Management Practices Questionnaire by integrating it with the Certificate of Recognition (COR) certification; and
- Conduct a cost benefit analysis of small business safety incentive programs for employers not eligible for Safe Advantage.

Strategic Priority 2: Delivering Quality Services and Outcomes for Employers and Workers.

A total of five objectives are in place to support Delivering Quality Services and Outcomes for Employers and Workers.

1 OBJECTIVE	ACTIONS
Promote safe and timely return to work	• Increase employer's and workers' understanding of the benefits of early and safe return to work. • Leverage partnerships and stakeholders in supporting early and safe return to work. • Develop programs to support return to work. • On an annual basis determine directed services initiatives based on analysis of historical claims trends.

Workers and employers benefit from early and safe return to work. It's been proven that early intervention and maintaining worker and employer relationship helps speed recovery, while helping the employer retain trained and skilled staff. In 2013, the WSCC added a Return to Work specialist role dedicated to supporting employers in their return to work programs. The WSCC's return to work efforts began in 2007 with the development of a partnership with the Northern Territories Federation of Labour, with the delivery of return to work training programs. We have continued to support this partnership and in 2015 we will implement additional plans to improve return to work outcomes for employers and workers.

2015 Plans

- Implement a communication campaign to explain benefits of return to work, targeting employers and workers;
- Collaborate with the Northern Safety Association for communication and delivery of return to work programs and explore opportunities with new partners as they are identified;
- Develop a return to work toolkit, including sample procedures and policies, individualized return to work plans, and sample communication logs;

- Provide directed return to work services to employers failing the Safe Advantage return to work component of the Management Practices Questionnaire;
- Target employers with workers with sprains and strains greater than two months and time-loss injuries greater than six months.

2 OBJECTIVE	ACTIONS
Review WSCC legislation	• Develop a methodology to identify priority issues for legislative review. • Develop and implement a plan to conduct ongoing legislative reviews.

As new research into occupational health and safety emerges and the definition of workplace injuries and diseases evolves, the WSCC needs to stay at the forefront of changes that can impact stakeholders. This objective ensures that processes are in place for legislative reviews.

2015 Plans

- Develop a framework for legislative review to detail how the WSCC reviews legislation on an ongoing basis; and
- Develop a process for proposing legislative change.

3 OBJECTIVE	ACTIONS
Increase access to WSCC Services	• Optimize access to WSCC services by evaluating stakeholder needs. • Develop and implement communication strategy to increase understanding of WSCC services and how stakeholders can access them.

Based on the 2013 WSCC Stakeholder Survey, 58% of employers and 77% of workers agree that the WSCC needs to improve their communication about the services we provide. This provides a clear directive to develop and implement a communication strategy to increase understanding of WSCC services and how stakeholders can access those services.

2015 Plans

- Develop an inventory of external WSCC services, including identifying service uptake, gaps in service functionality and analysis of stakeholder needs;
- Create and implement a communication plan to promote WSCC services identified in the service evaluation; and
- Launch of a new corporate website meeting legislative requirements of official languages.

4 OBJECTIVE	ACTIONS
Implement the e-Business strategy	• Implement internet-based self-service tools for employers and workers by conducting ongoing evaluation of stakeholder e-Business needs. • Ensure internal readiness for e-Business with systems infrastructure and human resources planning.

The WSCC already employs some e-Business tools, but it is recognized that more is needed to meet stakeholders' expectations. In 2015 the WSCC will start providing more of our services online.

2015 Plans

- Develop privacy policies and conduct online security tests for upcoming e-Business services;
- Launch EZ Access for Employers, allowing for online registration for coverage, clearance requests, access to assessment rates and payments;
- Launch EZ Safety for online reporting of unsafe work and access to safety tools; and
- Develop 2016 and 2017 e-Business plans.

5 OBJECTIVE	ACTIONS
Continue and expand implementation of the Continuous Excellence (CE) initiative	• Ensure sustainability of the CE initiative by continuing to build internal Lean expertise. • Continue to implement process improvements events. • Incorporate Lean principles into management practices and planning.

Continuous Excellence (CE) is the WSCC's commitment to continually improve customer service to stakeholders. Continuous Excellence is an initiative using Lean principles to improve business processes and customer service by maximizing flow and minimizing waste. The CE program was launched during the last strategic cycle, focussing on delivering process improvements with immediate results for stakeholders. As the WSCC matures with the implementation of Lean, we will focus on ensuring Lean is incorporated into management practices and into our strategic planning.

2015 Plans

- Evaluate and maintain a team of internal CE Leaders and introduce new CE Leaders as required;
- Continue to conduct four annual CE events and hold smaller scale process improvements evaluations as required;
- Integrate CE into organizational planning;
- Continue the organizational development of CE by using Lean Management Systems to support the Leadership Team in managing in a lean environment.

Strategic Priority 3: Sustaining the Workers' Protection Fund

A total of two objectives are in place to support ***Sustaining the Workers' Protection Fund.***

1 OBJECTIVE	ACTIONS
Provide responsible stewardship of the Workers' Protection Fund	• Incorporate risk-management into management practices. • Conduct ongoing, control-based internal audits. • Adjust investment risk profile by conducting an asset/liability study.

The WSCC is funded by employers' assessment and investment returns. We provide responsible stewardship of the Workers' Protection Fund to ensure value for employers' money and care for injured workers. Our 2015 plans continues to ensure funds are responsibly managed.

2015 Plans

- Implement, integrate and monitor our Enterprise Risk Management (ERM) plan, including staff education; risk identification, internal review process and communication and reporting enhancements;
- Implement, monitor and evaluate internal audits and controls;
- Undertake a public procurement process for expert investment management services and reporting; and
- Plan and implement recommendations of Q4 2014 asset and liability study.

2 OBJECTIVE	ACTIONS
Ensure stable rates for employers	• Continue implementation and adherence to the funding strategy.

Stability in assessment rates is necessary for employers to confidently conduct business in the Northwest Territories and Nunavut. Rate stability reduces our employers' exposure to financial risk and volatility. In 2015 we will evaluate potential future liabilities that may impact our funding strategy.

2015 Plans

- Quantify and report liability for latent occupational diseases; and
- Coordinate 2016 provisional rate setting, balancing long term focus of the funding strategy with short term impacts resulting from recognition of latent occupational disease liability analysis.

Key Performance Indicators

Strategic Priorities	Key Performance Indicator	Metric	2015	2016	2017
Advancing the Safety Culture	1. Time loss frequency	TL claims per 100 workers	-0.05 pts decline versus rolling past 5-year average		
	2. No time loss frequency	NTL claims per 100 workers	5.53	5.53	5.53
	3. Directed inspections	% total inspections that are directed	70%	75%	80%
	4. Safe Advantage employers in penalty position	% of Safe Advantage employers receiving a penalty	19%	18%	17%
	5. Employers passing the Prevention component of Safe Advantage Management Practices Questionnaire*	% completed questionnaires that pass the Prevention component	86%	87%	88%
Delivering Quality Services and Outcomes for Workers and Employers	6. Time loss duration	days	Less than past 5-year rolling average		
	7. Time to first compensation payment	% of payments made under 20 days	90%	90%	90%
	8. Employers passing the Return to Work component of the Safe Advantage Management Practices Questionnaire*	% completed questionnaires that pass the return to work component	88%	89%	90%
	9. e-Business client satisfaction	% very satisfied and satisfied	n/a	Employers: 80% Workers: 80%	Employers: 80% Workers: 80%
	10. Stakeholder satisfaction with overall WSCC services (Stakeholder Survey available in 2016 only)	% very satisfied and satisfied	n/a	Employers: 80% Workers: 80%	n/a
	11. Stakeholder agreement that WSCC needs to improve communication of WSCC services (Stakeholder Survey available in 2016 only)	% stakeholders strongly agree or agree	n/a	Employers: 30% Workers 40%	n/a
Sustaining the Workers' Protection Fund	12. Funded position	Assets as a percentage of liabilities		105% - 135%	
	13. Bad debts ratio	Bad debts as a percentage of assessment revenue	0.3%	0.3%	0.3%

** Includes COR certifications*

2015 Operations and Capital Budgets

2015 Operating Budget

For the year ending December 31 Summary by Division	2013 Actual $	2014 Budget $	2014 Projection $	2015 Budget Requests $	2015 Budget Increase (Decrease) $	2015 % Change %
President's Office	783,183	1,002,924	933,689	1,021,945	19,021	1.90%
Corporate Services	8,684,301	10,650,989	10,159,074	11,092,844	441,855	4.15%
Executive Services	1,708,893	1,951,486	1,849,856	2,009,377	57,891	2.97%
Financial Services	1,646,012	1,782,114	1,725,176	1,827,263	45,149	2.53%
Legal Services	377,652	371,025	390,530	387,222	16,197	4.37%
Nunavut Operations	1,243,835	1,527,668	1,377,020	1,463,268	(64,400)	-4.22%
Prevention Services	3,240,683	3,718,276	3,630,280	3,826,589	108,313	2.91%
Stakeholder Services	4,700,676	5,419,607	5,193,155	5,639,139	219,532	4.05%
Subtotal - President Accountability	**22,385,235**	**26,424,089**	**25,258,780**	**27,267,647**	**843,558**	**3.19%**
Headquarters	1,477,517	1,100,000	983,361	1,050,000	(50,000)	-4.55%
Subtotal	**23,862,752**	**27,524,089**	**26,242,141**	**28,317,647**	**793,558**	**2.88%**
Governance Council	378,232	504,459	423,770	515,725	11,266	2.23%
Appeals Tribunal	347,888	475,530	447,780	481,215	5,685	1.20%
Worker Advisor	191,773	240,100	195,050	212,400	(27,700)	-11.54%
Northern Safety Association	425,000	400,000	400,000	400,000	0	0.00%
Northern Territories Federation of Labour	335,098	350,000	364,902	350,000	0	0.00%
Total	**25,540,743**	**29,494,178**	**28,073,643**	**30,276,987**	**782,809**	**2.65%**

2015 Projected Statement of Operations

For the year ending December 31 (in thousands of dollars)	2013 Actual $	2014 Budget $	2014 Projection $	2015 Budget $
REVENUE AND EXPENSES				
Revenue				
Assessments	49,364	55,760	52,500	54,600
Less: Refunds	(825)	(731)	(953)	(800)
Investments (see below)	37,556	19,000	23,700	21,500
Other	0	0	161	0
	86,095	74,029	75,408	75,300
Expenses				
Claims	39,938	42,340	38,968	42,604
Less: Pension and experience (gains) loss	(7,660)	0	(2,500)	0
Add: Claims management expense	7,845	9,156	8,215	9,035
Subtotal	40,123	51,496	44,683	51,639
Administration & general expenses	25,541	29,494	28,074	30,277
Less: Allocation to claims	(7,845)	(9,156)	(8,215)	(9,035)
Subtotal	17,696	20,338	19,859	21,242
	57,819	71,834	64,542	72,881
Income (loss) before other comprehensive income loss	28,276	2,195	10,866	2,419
Other comprehensive income	(56)	0	0	0
Total comprehensive income (loss)	28,220	2,195	10,866	2,419
INVESTMENTS				
Interest	3,255		1,400	
Dividends	4,758		4,200	
Gains/(losses)	30,566		19,300	
Investment Fees	(1,023)		(1,200)	
	37,556	19,000	23,700	21,500

2015 Capital Budget Summary

Capital Classification (in thousands of dollars)	Requested 2013 Carry-forward	2014 Budget	Funds to be spent in 2014	Funding to be retired	Funding not required in 2014	Requested 2014 Carry-forward	2015 Approved Budgets
	$	$	$	$	$	$	$
Computer Equipment	199,981	40,000	212,452	26,569	960	0	60,000
Furnishings	155,203	2,500	2,500	876	0	14,214	0
Equipment - non-computer	12,000	171,000	159,025	12,000	11,975	0	204,235
Software	432,565	270,000	535,267	67,298	0	100,000	514,800
Building - owned	0	0	0	0	0	0	0
Leasehold Improvements	0	32,000	31,577	0	423	0	0
CAAPS Hardware/Software	129,824	220,000	349,824	0	0	0	158,000
Retrofit - Yellowknife Office	220,118	1,062,500	0	0	0	1,062,500	2,775,500
	1,149,691	**1,798,000**	**1,290,645**	**106,743**	**13,358**	**1,176,714**	**3,712,035**

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NORTHWEST TERRITORIES AND NUNAVUT

2015 CORPORATE PLAN